







Re: Environmental Careers Program (ECP) Guidance   
Lesley Schaaff to: KentS Smith  
Cc: Cynthia Bowie

05/14/2009 11:00 AM

Follow Up: Urgent Priority.  
History: This message has been replied to.

Hi kent. Really busy this week, but will give you a call next week.

(C- pls remind me)

Lesley Schaaff  
Director, Policy & Regulatory Analysis Division  
Office of Policy, Economics & Innovation  
Office of the Administrator  
U.S. Environmental Protection Agency  
Phone: 202-564-6567  
Fax: 202-564-7303  
schaaff.lesley@epa.gov

KentS Smith

Hi Lesley, I wanted to take the opportunity to dis...

05/14/2009 10:50:18 AM

From: KentS Smith/DC/USEPA/US  
To: Lesley Schaaff/DC/USEPA/US@EPA  
Date: 05/14/2009 10:50 AM  
Subject: Environmental Careers Program (ECP) Guidance

Hi Lesley,

I wanted to take the opportunity to discuss the ECP program with you in regards to (b) (6)  
Attached is the program guidance. Please give me a call anytime if you would like to discuss how the program works.

[attachment "ECP Guidance 9-08.doc" deleted by Lesley Schaaff/DC/USEPA/US]

Thank you,

Kent S. Smith, EPA Leadership Institute  
Environmental Careers Program (ECP)  
Presidential Management Fellows (PMF)  
1200 Pennsylvania Avenue, N.W.  
Mail Code 3602A, (ARN 1402GG)  
Washington, DC 20460-0001  
(202) 564-7908  
(202) 564-0356 fax  
Smith.KentS@epa.gov  
<http://intranet.epa.gov/hrtraining/wds/intern2.htm>  
<http://www.epa.gov/careers/gradopp.html>  
<https://www.pmf.opm.gov/index.aspx>

Overnight Courier:  
Room 1402 Ariel Rios North Building  
U.S. Environmental Protection Agency  
12th and Pennsylvania Avenue, NW  
Washington, DC 20004-2403



Re: FCP  
Mary Claytor to: KentS Smith

04/21/2009 09:54 AM

Follow Up: Urgent Priority.

Good Morning Ken,

(b) (5)

From: KentS Smith/DC/USEPA/US  
To: Mary Claytor/DC/USEPA/US@EPA  
Date: 04/20/2009 03:21 PM  
Subject: Re: FCP

Hi Mary,

(b) (5)



ECP Guidance 9-08.doc

Thank you,

Kent S. Smith, EPA Leadership Institute  
Environmental Careers Program (ECP)  
Presidential Management Fellows (PMF)  
1200 Pennsylvania Avenue, N.W.  
Mail Code 3602A, (ARN 1402GG)  
Washington, DC 20460-0001  
(202) 564-7908  
(202) 564-0356 fax  
Smith.KentS@epa.gov  
<http://intranet.epa.gov/hrtraining/wds/intern2.htm>  
<http://www.epa.gov/careers/gradopp.html>  
<https://www.pmf.opm.gov/Index.aspx>

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Room 1402 Ariel Rios North Building  
U.S. Environmental Protection Agency  
12th and Pennsylvania Avenue, NW  
Washington, DC 20004-2403

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Mary Claytor

Hi kkkkk H

04/16/2009 02:09:45 PM



**summary of my detail at R3**

(b) (6), (b) (2)

Lesley Schaaff

03/30/2010 09:00 AM

Cc: KentS Smith, Kathleen Anderson

History: This message has been replied to.

---

Hi Lesley,

Attached below is a summary of my detail at R3-Air.



Summary of my detail at US.doc


I will be in training today.

Kind regards,

(b) (6), (b) (2)

U.S. Environmental Protection Agency  
Office of the Administrator

(b) (6), (b) (2)



---



Prepared by:

Date:

4/28/10

(b) (6)

Want to change home office

(b) (6)

- not rotations

not at 11 - mid year PARs and May 5th  
plan

(b) (6), (b) (2)

(b) (6)

boss -

(b) (6), (b) (2)

Fully successful

and certificate



## General Discussion

Thu 05/06/2010 3:00 PM - 4:00 PM

Attendance is **required** for KentS Smith  
Chair: Lesley Schaaff/DC/USEPA/US  
Location: 3521B



This entry has an alarm. The alarm will go off 15 minutes before the entry starts.



This entry is marked private.

Required: KentS Smith/DC/USEPA/US@EPA

### Description

Hi Kent. I would like to talk about the requirements of the ECP program and how (b) (6) can fulfill those  
(b) (6), (b) (5)

### Personal Notes



(b) (6)



**lousie's contact information**

(b) (6), (b) (2)

(b) (6), (b) (2)

to: KentS Smith

05/13/2010 02:48 PM

Hi Kent

(b) (6), (b) (2)

I spoke to Louise for a few mins today and she has to leave at 3pm.

(b) (6), (b) (5)

(b) (6), (b) (5)

She asked if you could call her at home :

(b) (6)

I am also going to meet Liza Heinzerling -OPEI AA tomorrow at 10.15 am.

(b) (6)

(b) (6)

(b) (6), (b) (2)

(b) (6), (b) (2)

(b) (6)

(b) (6), (b) (2)



Time line.doc PARS 2009 Sept..pdf certificate.pdf Achievement list April 2010.doc

Kind regards,

(b) (6), (b) (2)

U.S. Environmental Protection Agency  
Office of the Administrator

(b) (6), (b) (2)



**Weekly priorities and mid year**

(b) (6), (b) (2)

Lesley Schaaff

06/11/2010 03:22 PM

Bcc: KentS Smith

Hi Lesley,  
It was good talking to you yesterday at our mid year.  
Thank you for your input and guidance.

(b) (6)

Take care

(b) (6), (b) (2)

U.S. Environmental Protection Agency  
Office of the Administrator

(b) (6), (b) (2)



Re: Rotational dates

(b) (6), (b) (2)

to: KentS Smith

07/21/2010 04:25 PM

Thanks, Kent.

I appreciate this.

(b) (6)

Kind regards,

(b) (6), (b) (2)

U.S. Environmental Protection Agency  
Office of the Administrator

(b) (6), (b) (2)

KentS Smith

(b) (6), (b) (2)

I think September 15 would be a go...

07/21/2010 04:23:00 PM

From: KentS Smith/DC/USEPA/US  
To: (b) (6), (b) (2) /DC/USEPA/US@EPA  
Date: 07/21/2010 04:23 PM  
Subject: Re: Rotational dates

Hi (b) (6), (b) (2)

I think September 15 would be a good time to start a new rotation. Please let me know how things are

(b) (6)

Thank you,

Kent S. Smith, EPA Leadership Institute  
Environmental Careers Program (ECP)  
Presidential Management Fellows (PMF)  
1200 Pennsylvania Avenue, N.W.  
Mail Code 3602A, (ARN 1402GG)  
Washington, DC 20460-0001  
(202) 564-7908  
(202) 564-0356 fax  
Smith.KentS@epa.gov  
<http://intranet.epa.gov/hrtraining/wds/ecp.htm>  
<http://www.epa.gov/careers/gradopp.html>

<https://www.pmf.opm.gov/Index.aspx>

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12th and Pennsylvania Avenue, NW  
Washington, DC 20004-2403

Please consider the environment before printing this e-mail.

(b) (6), (b) (2)

Hi Kent, How are you?

07/21/2010 04:17:51 PM



(b) (6), (b) (2)

Sharon Ridings, KentS Smith

08/17/2010 03:24 PM

(b) (6), (b) (2)

(b) (6), (b) (2)

U.S. Environmental Protection Agency  
Office of the Administrator

(b) (6), (b) (2)

----- Forwarded by (b) (6), (b) (2) DC/USEPA/US on 08/17/2010 11:08 AM -----

From: Lesley (b) (6)  
To: (b) (6), (b) (2) DC/USEPA/US@EPA  
Cc: Lesley Schaaff/DC/USEPA/US@EPA  
Date: 08/17/2010 11:03 AM  
Subject: (b) (6), (b) (2)

(b) (6), (b) (2)

General:

(b) (6), (b) (2)

**ENVIRONMENTAL PROTECTION AGENCY  
INDIVIDUAL DEVELOPMENT PLAN - [EPA-IDP-Form]**

NAME: (b) (6), (b) (2) Effective Date: August 10, 2010.

**Developmental Goals**

**Long-term goal: (3-5 years)**

- (b) (6), (b) (2)
- 

**Short term Goals (1-2 years)**

- (b) (6), (b) (2)
- 
- 
- 
- 

Core Competency to be developed	Description/Support required, Success Measures	Time Frame	Activity Plan/Completion
<b><u>Work Assignments to efficiently fulfill/achieve my goals</u></b> Develop critical thinking and policy analysis skills	(b) (6), (b) (2)	(b) (6), (b) (2)	
<b>Analytical skills on rules</b>			
<b>Support the functions of PRAD</b>			

DEVELOPMENT PLANS ACTIVITIES	Description/Support required, Success Measures	Time Frame	Activity Plan/Completion
Team work and promotions		(b) (6), (b) (2)	
To join and support the EPA under the Response Support Corp (RSC) Volunteers.			
<u>Formal programs: ECP</u> Complete a minimum of four rotations  ECP rotation 2			
ECP rotation 3			
ECP rotation 4			
Attend ECP conferences, meetings , trainings, workshops, newsletter, Panel, book club and journal club			



## Rescheduled: Informational meeting

Tue 09/14/2010 3:30 PM - 4:00 PM

Attendance is **required** for KentS Smith

Chair: (b) (6), (b) (2) /DC/USEPA/US

Location: RRB 41189

(b) (6), (b) (2)

has rescheduled this meeting. You have not yet responded.

Required: Alvin Edwards/DC/USEPA/US@EPA, KentS Smith/DC/USEPA/US@EPA

### Description



**MEMORANDUM**

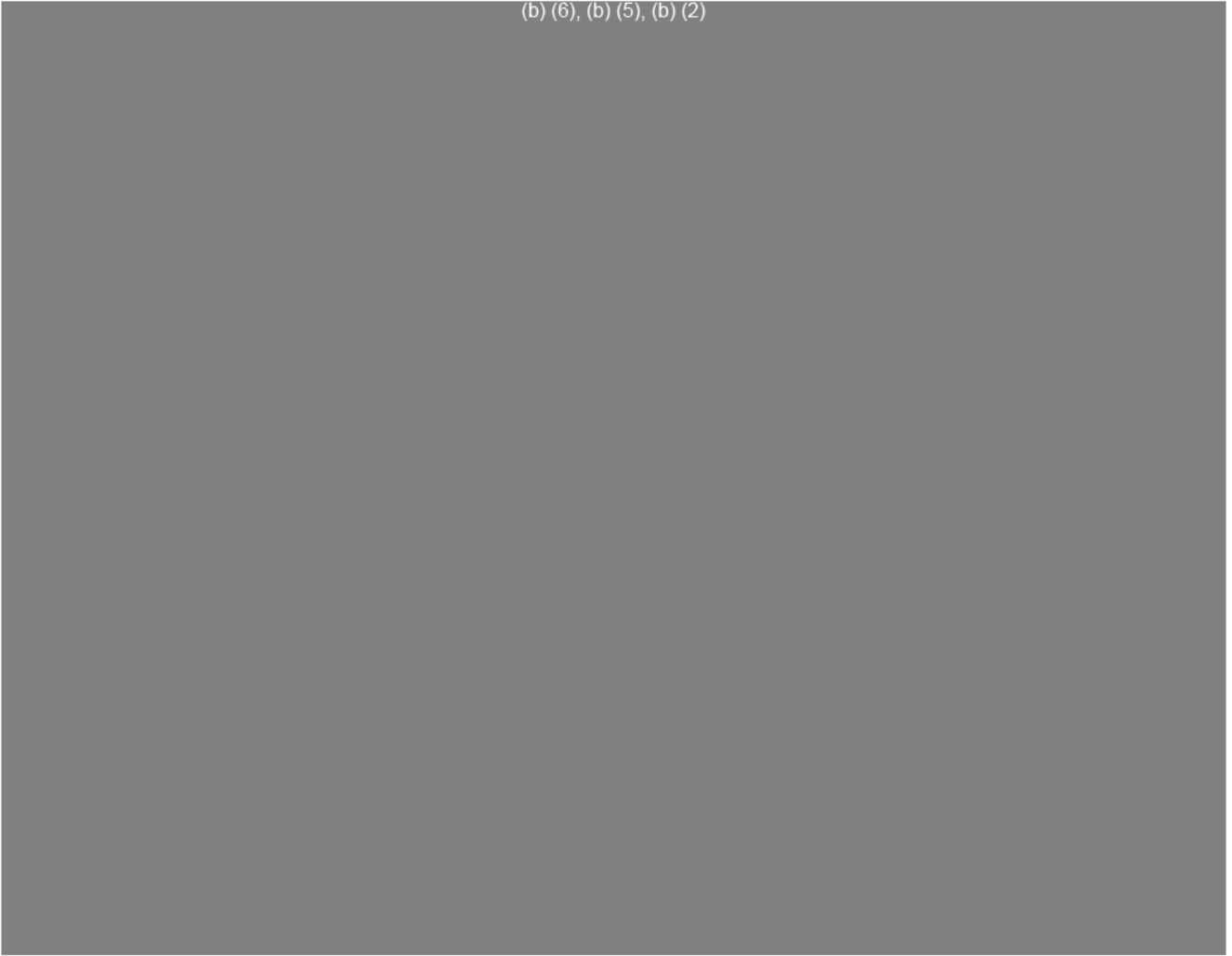
**SUBJECT:** Response to January 31, 2011 Grievance of the Parties

**FROM:** Carolyn Davis  
Office of Labor and Employee Relations

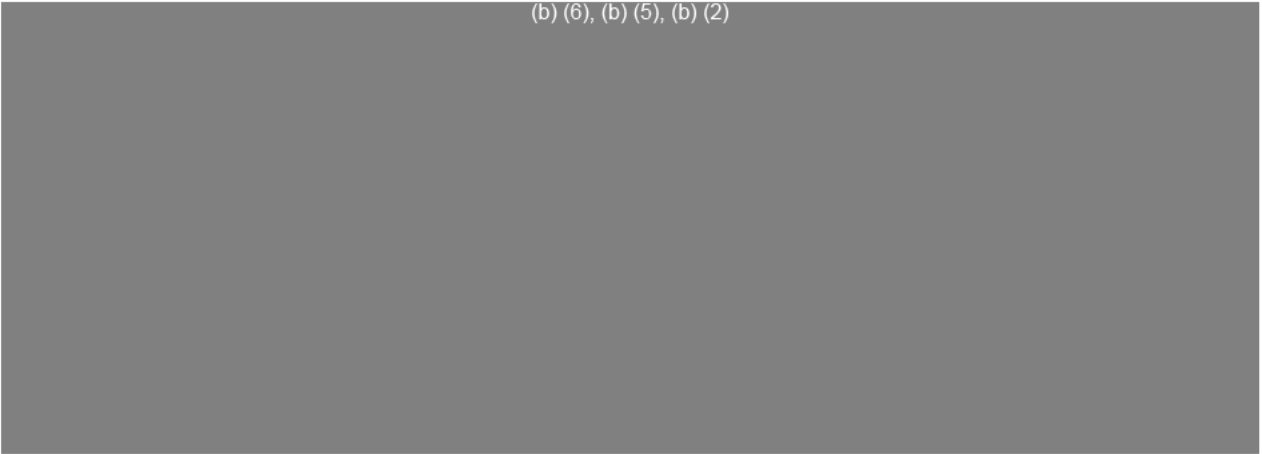
**TO:** Steve Shapiro  
Executive, Vice President  
AFGE Local 3331

This memorandum responds to the Grievance of the Parties (GOP) filed under the Negotiated Grievance Procedure in the Master Collective Bargaining Agreement (MCBA) between the U.S. Environmental Protection Agency (EPA) and the American Federation of Government Employees (AFGE), dated and received January 31, 2011.

(b) (6), (b) (5), (b) (2)

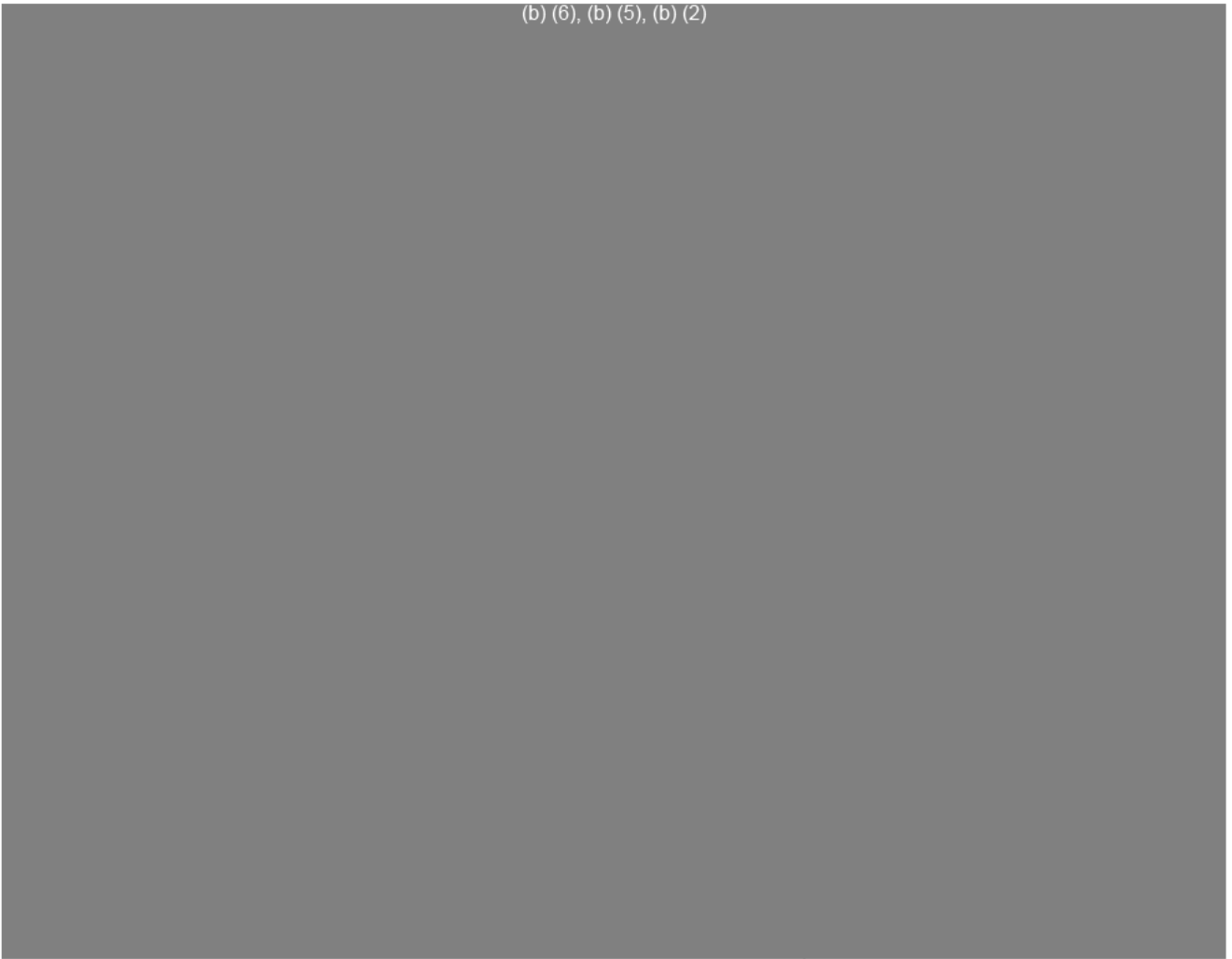


(b) (6), (b) (5), (b) (2)




**Response to Grievance Allegations and Findings**

(b) (6), (b) (5), (b) (2)



(b) (6), (b) (5), (b) (2)



The Environmental Careers Program (ECP) is a two year entry level, professional employment and career development program designed to collaborate with Agency leaders in the cross-functional skills training of a diverse cadre of employees. The Environmental Careers Program is designed to benefit both the ECP employees and the Agency as a whole. Each year, participating offices announce and hire individuals who will form a new class consisting of approximately 25 to 30 participants. Training is completed over a two year cycle for each class. There are typically two or three overlapping classes being trained at any given time. Training is comprised of scheduled classroom courses that occur during the three major conferences, as well as developmental hands-on activities. Rotational assignments are designed to enhance the employees global understanding of the Agency's purpose and mission, while engaging in various ECP projects such as; group action-learning projects, e-based communication portal site design and management, newsletter publication, conference planning, hosting monthly teleconferences, book club leadership and other ECP related activities. Additional individual technical and cross-functional skills training can be planned and scheduled in conjunction with individual program offices and managers. Training is designed to help the ECP employee quickly learn about the Agency and improve their professional skills. The employee is expected to participate fully in the ECP activities. However, as with all development programs, it is important to note that in order for the employee to participate fully in a program he/she must complete all professional tasks and assignments to the "fully successful" level. It is up to the home based supervisor to address any and all performance based issues that arise while the employee is participating in the ECP.

There are many actions undertaken to ensure that ECP employees are provided full and fair opportunities and are fairly evaluated. ECP participants are welcomed into the program by EPA Leadership Development Institute (LDI) staff. New ECP class members are invited to orientation week which include a program guidance overview, overviews of programs in various AAs, individual development planning workshops and team building exercises. ECP employees are introduced to graduates of the program who volunteer to mentor and offer advice for selecting rotations and development programs. Each ECP employee works with their supervisor to identify an appropriate leadership mentor. Rotations are identified and approved by the sending and receiving supervisor. Details of the assignments are sent to LDI staff. The ECP Program Manager and the National Training Manager provide opportunities for one-on-one

discussions with the ECP employee and their home base supervisor to clarify the program elements and assist in development activities as needed or requested.

The same protocols for developing ECP employees' performance standards apply as for any other EPA employee. The standard PARS format is used for all ECP employees. ECP employees are encouraged to add elements to their PARS in order for their supervisors/managers to track their participation in the program. The employee's IDP includes both technical and cross-functional skills training as identified as critical for the particular position for each position. ECP employees meet on a monthly basis to discuss the books they are reading, their Action Learning projects, Mid-Cycle planning, communications, and other related topics. Mid-Cycle conference is held at the end of the first full year of the two ~~day~~ <sup>year</sup> program. Action learning teams present their project outcomes and lessons learned as well as participating in community involvement projects that relate back to the work they are performing at EPA. ECP participants are welcome to contact the ECP program manager at any time throughout their two year development experience to discuss the components of the program. LDI staff also meet with supervisors and managers who have questions about the program to clarify expectations.

(b) (6), (b) (5)

The Office of Human Resources and the EPA Leadership Development Institute monitors the program classes on a regular basis. The LDI staff meets regularly with each participant, either through monthly meetings or, when requested, one-on-one sessions to ensure each are engaging in major elements of the program. Home base supervisors of record are responsible for ensuring that ECP employees' performance standards are prepared, discussed and agreed upon within three months of the employee's "entry-on-duty" date. Regularly scheduled performance reviews are to be scheduled between the supervisor and the employee to discuss progress on primary job functions as well as their participation in the ECP. All ECP employees are encouraged to work closely with their home base supervisors throughout the two year development experience to obtain feedback on their performance, solicit advice, request best practices, identify mentors, etc. The ECP Program Manager and the National Training Manager provide opportunities for one-on-one discussions to review their ECP progress, provide guidance, and make suggestions regarding the types of development activities that may support their development during and after their completion of the program.

(b) (6), (b) (5)

(b) (6), (b) (5)

## MEMORANDUM

To: Mr. Steve Shapiro, Executive Vice President AFGE Local 3331  
From: Sharon L. Ridings, National Training Manager  
Subject: EPA Environmental Careers Program  
Date: February 28, 2011

Good day Mr. Shapiro,

In response to your memorandum to Administrator Jackson on January 31, 2011, I respectfully submit the following information regarding the EPA Environmental Career Program.

The Environmental Careers Program (ECP) is a two year entry level, professional employment and career development program designed to collaborate with Agency leaders in the cross-functional skills training of a diverse cadre of employees. Each ECP employee is hired through their home base office in one of the Agency's headquarters or regional offices. Once placed in the program, the ECP employees are funded for two years either centrally by the Office of Human Resources or through their home base office. In both cases, after the two years, their home base offices will assume full responsibility for reassigning the employees to new positions and funding those positions.

The ECP is one of the key components of the Agency's Workforce Development Strategy. The ECP staff has a strong customer service focus, who work closely with senior managers, program representatives, and human resources professionals from across the Agency to support the ECP employee's development, and to continually improve the development activities included in the program.

The Environmental Careers Program was formally known as the EPA Intern Program and was renamed during a program revision in 2008. The first class of ECP employees came on board in 2009. The EIP program started in 1997 and 10 classes were hired under the EIP program name. The combined programs have brought hundreds of highly qualified and diverse new employees into the Agency. Approximately half of these employees are placed in Regional offices and the rest are placed in Headquarters' offices. Candidates for the program are recruited from a broad range of majors and from academic institutions across the United States.

The Environmental Careers Program is designed to benefit both the ECP employees and the Agency as a whole. Each year, participating offices announce and hire individuals who will form a new class consisting of approximately 25 to 30 participants. Training is completed over a two year cycle for each class. There are typically two or three overlapping classes being trained at any given time. Training is comprised of scheduled classroom courses that occur during the three major conferences, as well as developmental hands-on activities. Rotational assignments are designed to enhance the employees global understanding of the Agency's purpose and mission, while engaging in various ECP projects such as; group action-learning projects, e-based communication portal site design and management,

newsletter publication, conference planning, hosting monthly teleconferences, book club leadership and other ECP related activities. Additional individual technical and cross-functional skills training can be planned and scheduled in conjunction with individual program offices and managers. Training is designed to help the ECP employee quickly learn about the Agency and improve their professional skills. The employee is expected to participate fully in the ECP activities. However, as with all development programs, it is important to note that in order for the employee to participate fully in a program he/she must complete all professional tasks and assignments to the "fully successful" level. It is up to the home based supervisor to address any and all performance based issues that arise while the employee is participating in the ECP.

The Office of Human Resources and the EPA Leadership Development Institute monitors the program classes on a regular basis. The LDI staff meets regularly with each participant, either through monthly meetings or, when requested, one-on-one sessions) to ensure each are engaging in major elements of the program. We defer to the employee's home office supervisor on all non training and development and performance issues that may arise during their tenure in the ECP.

#### **Management of the Environmental Career Program:**

- Annual announcement of the program is sent to each Region/Aaship to identify who will be participating in the ECP
- Jobs are posted on the USA Jobs website, indicating that the selected candidate will participate in the EPA ECP.
- Employees are selected and their names are sent to the LDI staff
- LDI staff welcome the new employee to the ECP program
- New ECP class members are invited to the orientation week (include program guidance overview, various Aaships present overviews of their programs, individual development planning workshop, team building exercises.
- ECP employees are encouraged to add elements to their PARS in order for their supervisors/managers to track their participation in the program. The employees IDP will include both technical and cross-functional skills training as identified as critical for the particular position for each position.
- ECP employees are introduced to graduates of the program who volunteer to mentor and offer advice for selecting rotations and development programs.
- Rotations are identified and approved by the sending and receiving supervisor. Details of the assignments are sent to the LDI staff.
- Each ECP employee works with their supervisor to identify an appropriate leadership mentor.
- ECP employees meet on a monthly basis to discuss the books they are reading, their Action Learning projects, Mid-Cycle planning, communications, and other related topics.
- ECP participants are asked to contribute a minimum of four hours of volunteer service to the ECP to assist in the administration of the program.

- Mid-Cycle conference is held at the end of the first full year of the two day program. Action Learning teams present their project outcomes and lessons learned as well as participating in community involvement projects that relate back to the work they are performing at EPA.
- ECP participants are welcome to contact the ECP program manager at any time throughout their two year development experience to discuss the components of the program. We also meet with supervisors and managers who have questions about the program to clarify expectations.
- At the conclusion of the two year program a Closing Conference is held in Washington, DC. This session includes management and leadership training, career path planning, and a graduation ceremony.
- The ECP Program Manager and the National Training Manager provide opportunities for one-on-one discussions with the ECP employee and their home base supervisor to clarify the program elements and assist in development activities as needed or requested.

#### **Performance Standards and evaluations:**

- Home base supervisors of record are responsible for ensuring that ECP employees performance standards are prepared, discussed and agreed upon within three months of the employee's "entry-on-duty" date.
- Regularly scheduled performance reviews are to be scheduled between the supervisor and the employee to discuss progress on primary job functions as well as their participation in the ECP.
- The same protocols for developing ECP employees performance standards as for any other EPA employee.
- Performance standards for individual ECP employees will vary depending on their experience, and the type of work to be performed in the home base and during rotational assignments.
- The standard PARS format is used for all ECP employees.
- All ECP employees are encouraged to work closely with their home base supervisors throughout the two year development experience to obtain feedback on their performance, solicit advice, request best practices, identify mentors, etc.
- The ECP Program Manager and the National Training Manager provide opportunities for one-on-one discussions to review their ECP progress, provide guidance, and make suggestions regarding the types of development activities that may support their development during and after their completion of the program.



**Re: GOP Response**   
**Ken White** to: KentS Smith  
Cc: Lesley Schaaff, Sharon Ridings, Noel Jamison

03/08/2011 06:26 PM

Follow Up: Urgent Priority.

Thanks very much Kent.

Ken White  
Attorney-Advisor  
U.S. Environmental Protection Agency  
Labor & Employee Relations  
Room 1418 EPA East  
Washington DC 20460  
Mail Code 3600M  
Phone # (b) (6) (b) (6)  
Fax # (202) 564-8121

KentS Smith

(b) (6), (b) (5)

03/08/2011 03:44:35 PM

From: KentS Smith/DC/USEPA/US  
To: Ken White/DC/USEPA/US@EPA  
Cc: Lesley Schaaff/DC/USEPA/US@EPA, Sharon Ridings/DC/USEPA/US@EPA, Noel Jamison/DC/USEPA/US@EPA  
Date: 03/08/2011 03:44 PM  
Subject: Re: GOP Response

Ken,

(b) (6), (b) (5)

(b) (6), (b) (5)

Thank you,

Kent S. Smith, EPA Leadership Institute  
Environmental Careers Program (ECP)  
Presidential Management Fellows (PMF)  
1200 Pennsylvania Avenue, N.W.  
Mail Code 3602A, (ARN 1402GG)  
Washington, DC 20460-0001  
(202) 564-7908  
(202) 564-0356 fax  
Smith.KentS@epa.gov  
<http://intranet.epa.gov/hrtraining/wds/ecp.htm>  
<http://www.epa.gov/careers/gradopp.html>  
<http://www.pmf.gov/>



**MEMORANDUM**

SUBJECT: Response to Grievance of the Parties Related to EPA's Environmental Careers Program Dated January 31, 2011

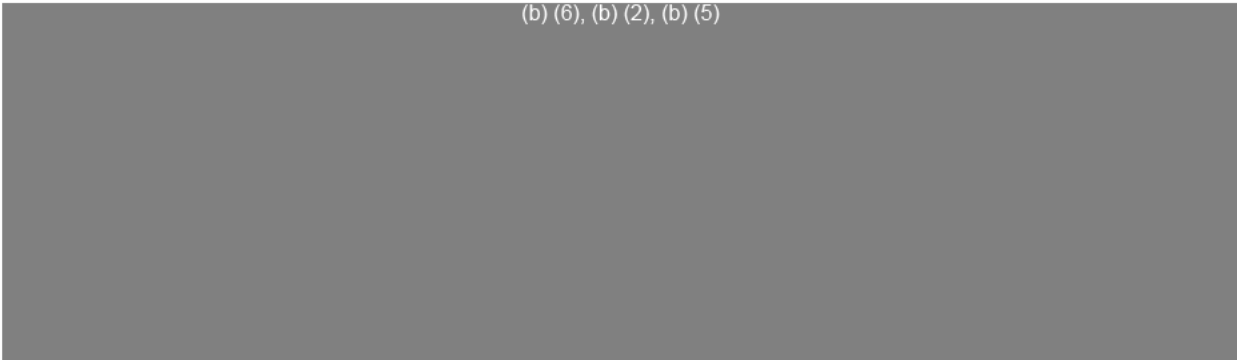
FROM: Lisa P. Jackson, Administrator  
  
Carolyn Davis, Director,  
Labor and Employee Relations

TO: Steve Shapiro  
Executive, Vice President  
AFGE Local 3331

This memorandum responds to your Grievance of the Parties filed under the Negotiated Grievance Procedure in the Master Collective Bargaining Agreement (MCBA) between the U.S. Environmental Protection Agency (EPA) and the American Federation of Government Employees (AFGE), dated and received January 31, 2011.

In your grievance, you alleged:

(b) (6), (b) (2), (b) (5)



I have fully and carefully considered your grievance and the justifications you have presented to support your position. The following are my analyses and findings for the issues that you have raised in your grievance.

## Preliminary Matters

(b) (5)



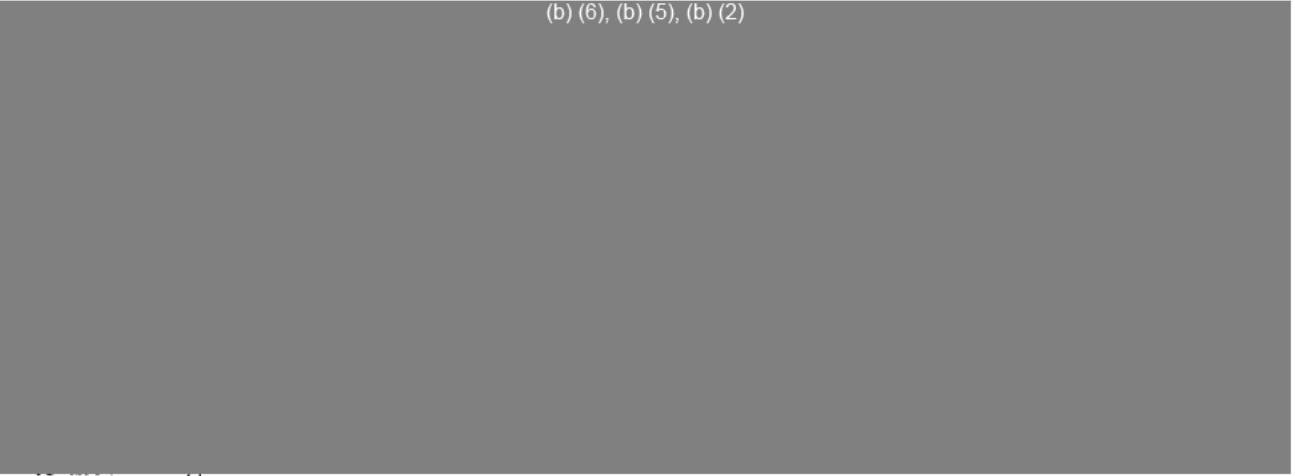
## Response to Grievance Allegations & Findings

In your grievance, you cite to information related to EPA's Environmental Careers Program (ECP). The ECP program is a two year entry level, professional employment and career development program designed to collaborate with Agency leaders in the cross-functional skills training of a diverse cadre of employees. The Agency has developed both an ECP guidance manual which is continually updated, along with an ECP Managers Checklist. In addition to other information, the guidance addresses responsibilities of ECP Staff, Hosting Offices, and ECP Employees. The Manager Checklist provides guidance to managers of ECP participants on how to foster a successful intern experience for both the manager and the participant. As with all development programs, it is important to note that in order for the employee to participate fully in a program he/she must complete all professional tasks and assignments to the "fully successful" level.

Each ECP employee is hired through their home base office in one of the Agency's headquarters or regional offices. It is the responsibility of the home based supervisor to address any and all performance based issues that arise while the employee is participating in the ECP. Explicit standards of conduct may vary depending on the authority under which an intern is hired. For instance, over the last several years, some Environmental Career Interns were hired under the Federal Career Intern Program (FCIP), 5. C.F.R. Section 213.3202(o). FCIP appointments are subject to explicit standards of conduct, including those that are performance-based. See Executive Order 13162, Section 4 (July 6, 2000); EPA's *"Federal Career Intern Program,"* Sections 12, 21, 22.

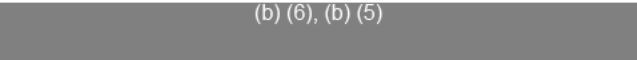
The Office of Human Resources and the EPA Leadership Development Institute (LDI) monitors the ECP classes on a regular basis. The LDI staff meets regularly with each participant, either through monthly meetings or, when requested, one-on-one sessions to ensure each are engaging in major elements of the program. LDI staff defer to the employee's home office supervisor on all non training and development and performance issues that may arise during their tenure in the ECP.

(b) (6), (b) (5), (b) (2)

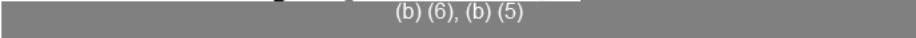


The ECP Program provides managers

(b) (6), (b) (5)



(b) (6), (b) (5)




with an ECP Manager

Checklist to enhance managers understanding of the program and inform them of program expectations.

(b) (6), (b) (5)

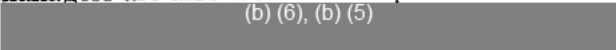


(b) (6), (b) (2), (b) (5)

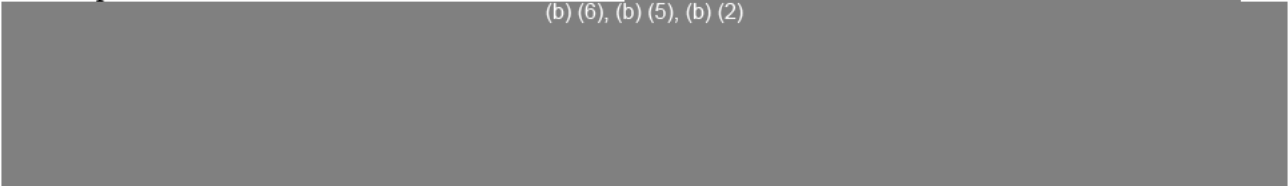


**Help Develop an IDP:** ECP homebase managers are also tasked to help ECP interns develop an individual development plan (IDP).

(b) (6), (b) (5)



(b) (6), (b) (5), (b) (2)



(b) (6), (b) (5), (b) (2)

**Assist in Completing 3 Rotational Assignments**

(b) (2), (b) (5)

Homebase managers are also charged with assisting the ECP Intern in completing 3 to 4 rotational assignments (b) (6) completed one rotational

(b) (6), (b) (2), (b) (5)

**Monitor the ECP's Performance While in Homebase and on Rotation:** An important aspect of the program is the homebase supervisor's continual monitoring of the ECP intern's performance, both while in homebase and on rotation. (b) (6)

(b) (6), (b) (2)

(b) (6), (b) (2)

**Support Professional Development Through Program Sponsored Activities**


(b) (6), (b) (2)

(b) (6), (b) (2), (b) (5)

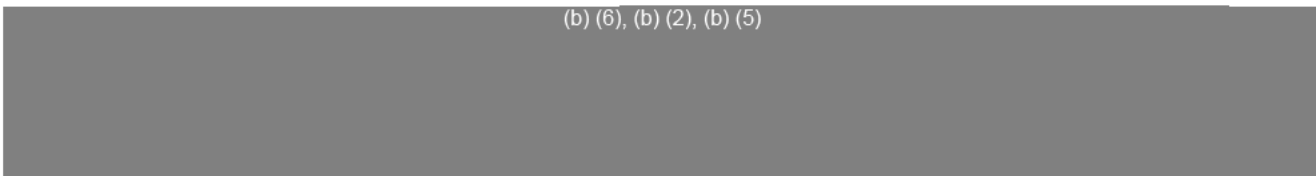
Based on the foregoing, I am denying this grievance, as well as your requested relief, in its entirety.

The Office of Human Resources and the EPA Leadership Development Institute (LDI) monitors the ECP classes on a regular basis. The LDI staff meets regularly with each participant, either through monthly meetings or, when requested, one-on-one sessions to ensure each are engaging in major elements of the program. LDI staff defer to the employee's home office supervisor on all non training and development and performance issues that may arise during their tenure in the ECP.


(b) (6), (b) (5), (b) (2)




(b) (6), (b) (2), (b) (5)



(b) (6), (b) (2), (b) (5)

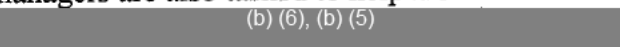


(b) (6), (b) (2), (b) (5)




**Help Develop an IDP:** ECP homebase managers are also tasked to help ECP interns develop an individual development plan (IDP).


(b) (6), (b) (5)



(b) (6), (b) (5), (b) (2)




(b) (6), (b) (5), (b) (2)



**Assist in Completing 3 Rotational Assignments (think ECP changed it to 4):**  
Homebase managers are also charged with assisting the ECP Intern in completing 3 to 4

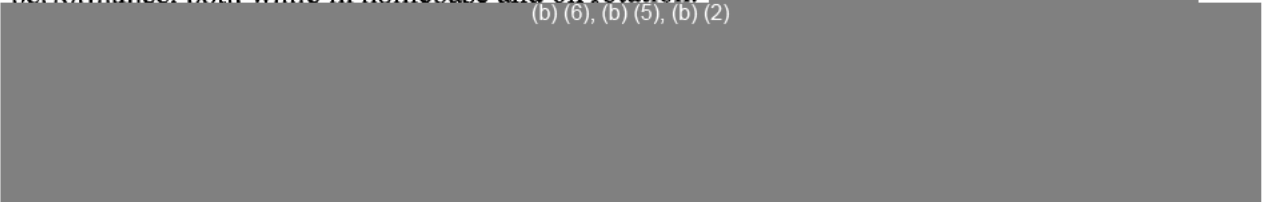
(b) (6), (b) (2), (b) (5)



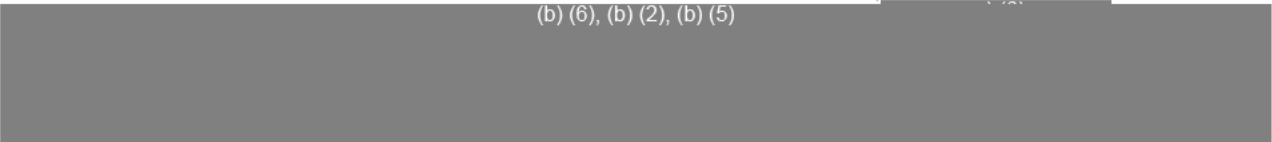
**Monitor the ECP's Performance While in Homebase and on Rotation:** An important aspect of the program is the homebase supervisor's continual monitoring of the ECP intern's performance, both while in homebase and on rotation.

(b) (6), (b) (2)

(b) (6), (b) (5), (b) (2)



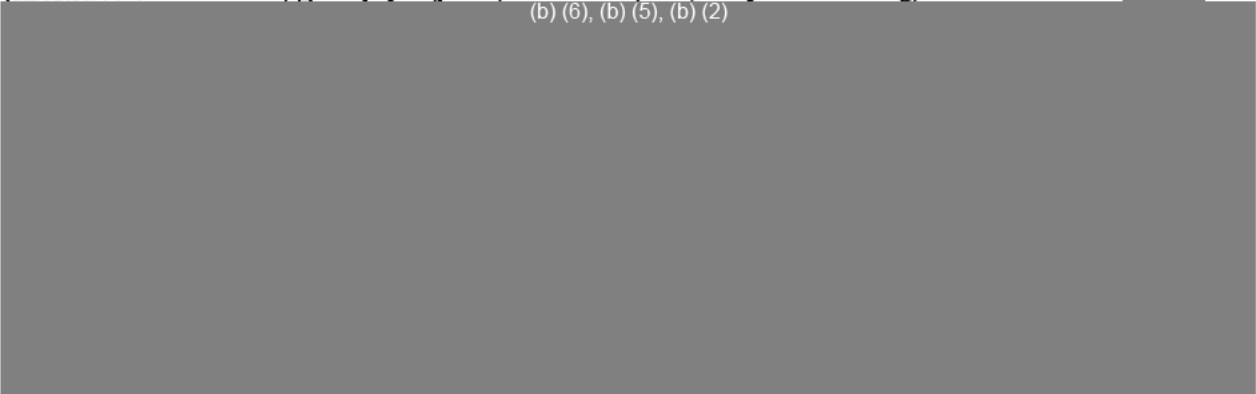
(b) (6), (b) (2), (b) (5)




**Support Professional Development Through Program Sponsored Activities**  
**(includes orientation, group projects, rotations, etc, maybe training):** In the case of

(b) (6)

(b) (6), (b) (5), (b) (2)



(b) (6), (b) (2), (b) (5)



Based on the foregoing, I am denying this grievance, as well as your requested relief, in its entirety.

Cc: Diane Thompson

John Reeder

Michael Goo

Bicky Corman

Craig Hooks

Nathaniel James

Carolyn Davis

Sharon Ridings

Lesley Schaaff

Ken White



Re: Meeting on Tuesday

(b) (6), (b) (2)

to: KentS Smith

04/27/2010 10:37 AM

Follow Up:

Urgent Priority.

Hi Kent,

Wednesday at 10am is great.

A lot of new developments and I look forward to some guidance and advice from you.

See you tomorrow.

Kind regards,

(b) (6)

U.S. Environmental Protection Agency

Office of the Administrator

(b) (6), (b) (2)

KentS Smith Hi (b) (6) Tomorrow, Wednesday, at 10 would... 04/27/2010 10:30:04 AM

From: KentS Smith/DC/USEPA/US  
To: (b) (6) C/USEPA/US@EPA  
Date: 04/27/2010 10:30 AM  
Subject: Re: Meeting on Tuesday

Hi (b) (6)

Tomorrow, Wednesday, at 10 would be better. I'm kinda swamped today as I'm just getting back and there are a few pressing issues I'm working on. Please let me know if this is okay.

Thank you,

Kent S. Smith, EPA Leadership Institute  
Environmental Careers Program (ECP)  
Presidential Management Fellows (PMF)  
1200 Pennsylvania Avenue, N.W.  
Mail Code 3602A, (ARN 1402GG)  
Washington, DC 20460-0001  
(202) 564-7908  
(202) 564-0356 fax  
Smith.KentS@epa.gov





**GOP Response**

**Ken White** to: Sharon Ridings, Lesley Schaaff, KentS Smith

03/08/2011 03:14 PM

Follow Up: Urgent Priority.

History: This message has been replied to.

All,

(b) (6), (b) (5)

Ken White  
Attorney-Advisor  
U.S. Environmental Protection Agency  
Labor & Employee Relations  
Room 1418 EPA East  
Washington DC 20460  
Mail Code 3600M  
Phone # (b) (6)  
Fax # (202) 564-8121

**MEMORANDUM**

SUBJECT: Response to Grievance of the Parties Related to EPA's Environmental Careers  
Program Dated January 31, 2011

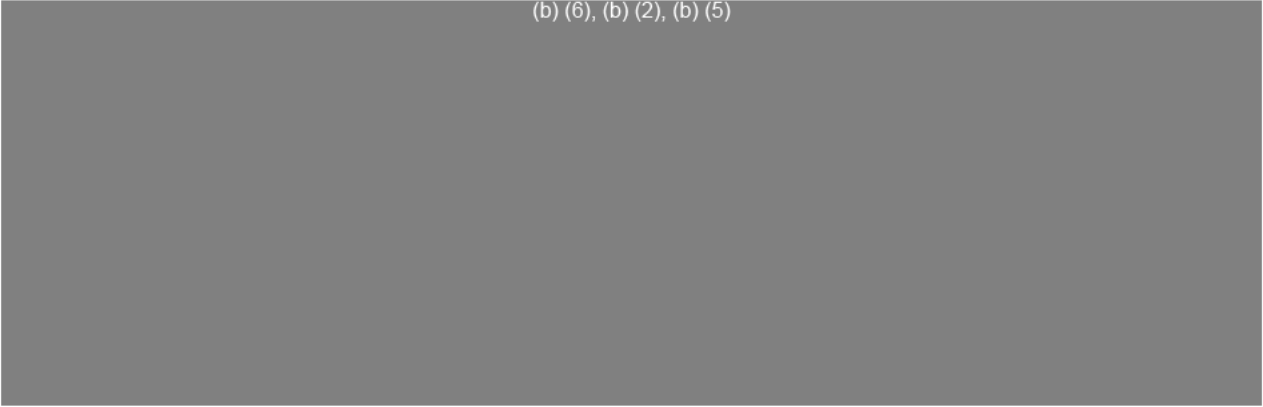
FROM: Lisa P. Jackson, Administrator  
  
Carolyn Davis, Director,  
Labor and Employee Relations

TO: Steve Shapiro  
Executive, Vice President  
AFGE Local 3331

This memorandum responds to your Grievance of the Parties filed under the Negotiated Grievance Procedure in the Master Collective Bargaining Agreement (MCBA) between the U.S. Environmental Protection Agency (EPA) and the American Federation of Government Employees (AFGE), dated and received January 31, 2011.

In your grievance, you alleged:

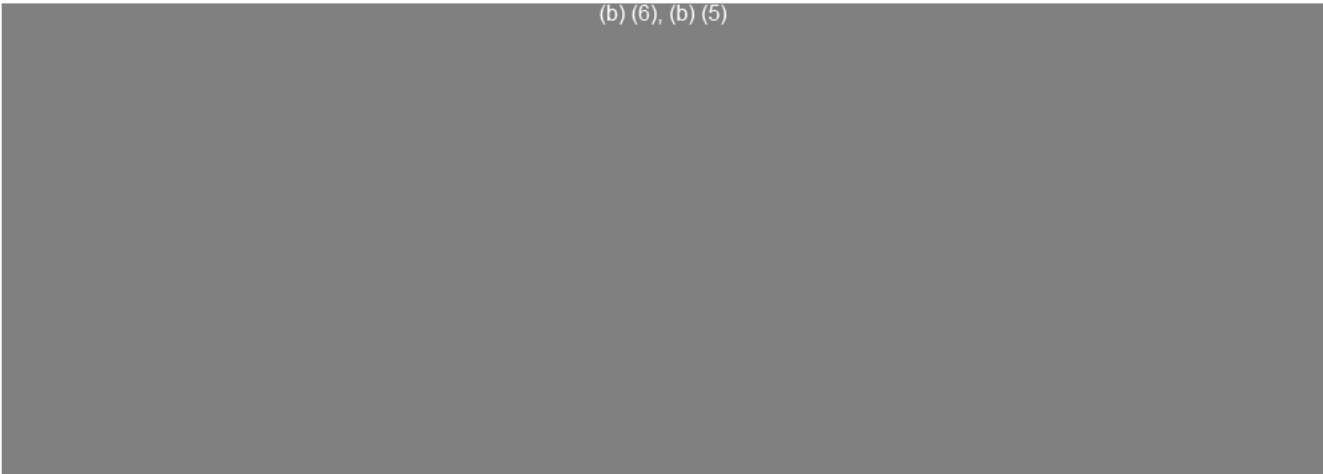
(b) (6), (b) (2), (b) (5)



I have fully and carefully considered your grievance and the justifications you have presented to support your position. The following are my analyses and findings for the issues that you have raised in your grievance.

The Office of Human Resources and the EPA Leadership Development Institute (LDI) monitors the ECP classes on a regular basis. The LDI staff meets regularly with each participant, either through monthly meetings or, when requested, one-on-one sessions to ensure each are engaging in major elements of the program. LDI staff defer to the employee's home office supervisor on all non training and development and performance issues that may arise during their tenure in the ECP.

(b) (6), (b) (5)



The ECP Program provides managers

(b) (6), (b) (5)

(b) (6), (b) (5)


with an ECP Manager

Checklist to enhance managers understanding of the program and inform them of program expectations.

(b) (6), (b) (5)




(b) (6), (b) (2), (b) (5)



**Help Develop an IDP:** ECP homebase managers are also tasked to help ECP interns develop an individual development plan (IDP). In the case of

(b) (6)

(b) (6), (b) (5)



Cc: Diane Thompson

John Reeder

Michael Goo

Bicky Corman

Craig Hooks

Nathaniel James


Carolyn Davis

Sharon Ridings

Lesley Schaaff

Ken White

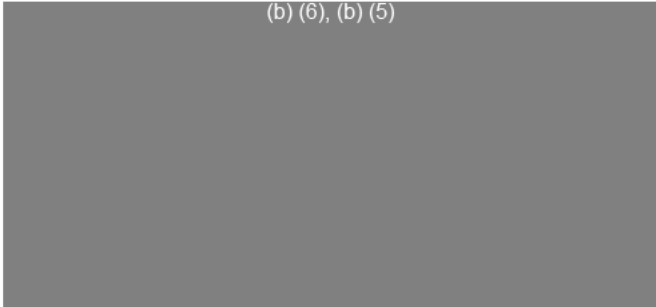


Re: GOP Response   
Sharon Ridings to: Lesley Schaaff  
Cc: Ken White, KentS Smith

03/09/2011 06:55 AM

Follow Up: Urgent Priority.

(b) (6), (b) (5)



*Sharon L Ridings*

United States Environmental Protection Agency  
Sharon L Ridings  
National Training Manager  
1200 Pennsylvania Avenue, Ariel Rios North  
Washington, DC 20460  
(202) 564-7584  
<http://intranet.epa.gov/hrtraining/>

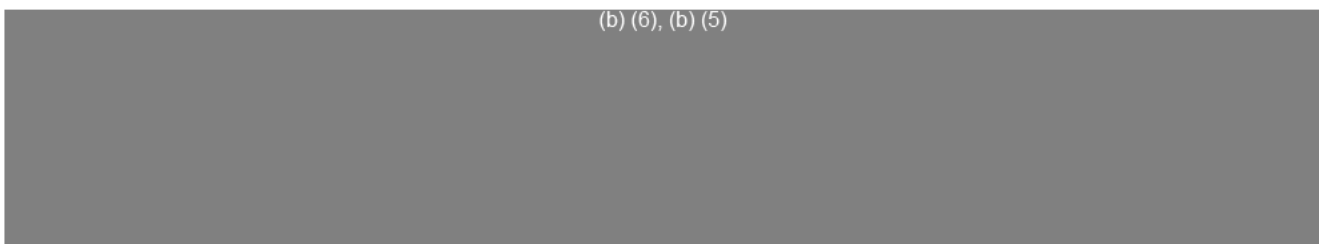
Lesley Schaaff

(b) (6), (b) (2), (b) (5)

03/08/2011 04:23:49 PM

From: Lesley Schaaff/DC/USEPA/US  
To: Ken White/DC/USEPA/US@EPA  
Cc: KentS Smith/DC/USEPA/US@EPA, Sharon Ridings/DC/USEPA/US@EPA  
Date: 03/08/2011 04:23 PM  
Subject: Re: GOP Response

(b) (6), (b) (5)



# AFFIDAVIT

Washington )  
District of Columbia )  
)

I, (b) (6), (b) (5) Program Analyst, GS-14, Office of Administration and Resources Management (OARM), Office of Human Resources (OHR), Employee Development Service Division (EDSD), Washington, DC, being first duly sworn on oath, make the following statement freely and voluntarily to Sandra Davis, who has identified herself to me as an EEO Investigator, assigned by the U.S. Environmental Protection Agency (EPA) to perform this investigation. Knowing that this statement may be used as evidence, I understand that this statement is not confidential and may be shown to any party who has an official interest.

This statement is made in connection with the (b) (6), (b) (5)  
by (b) (6)

**Issue:** (b) (6), (b) (5)

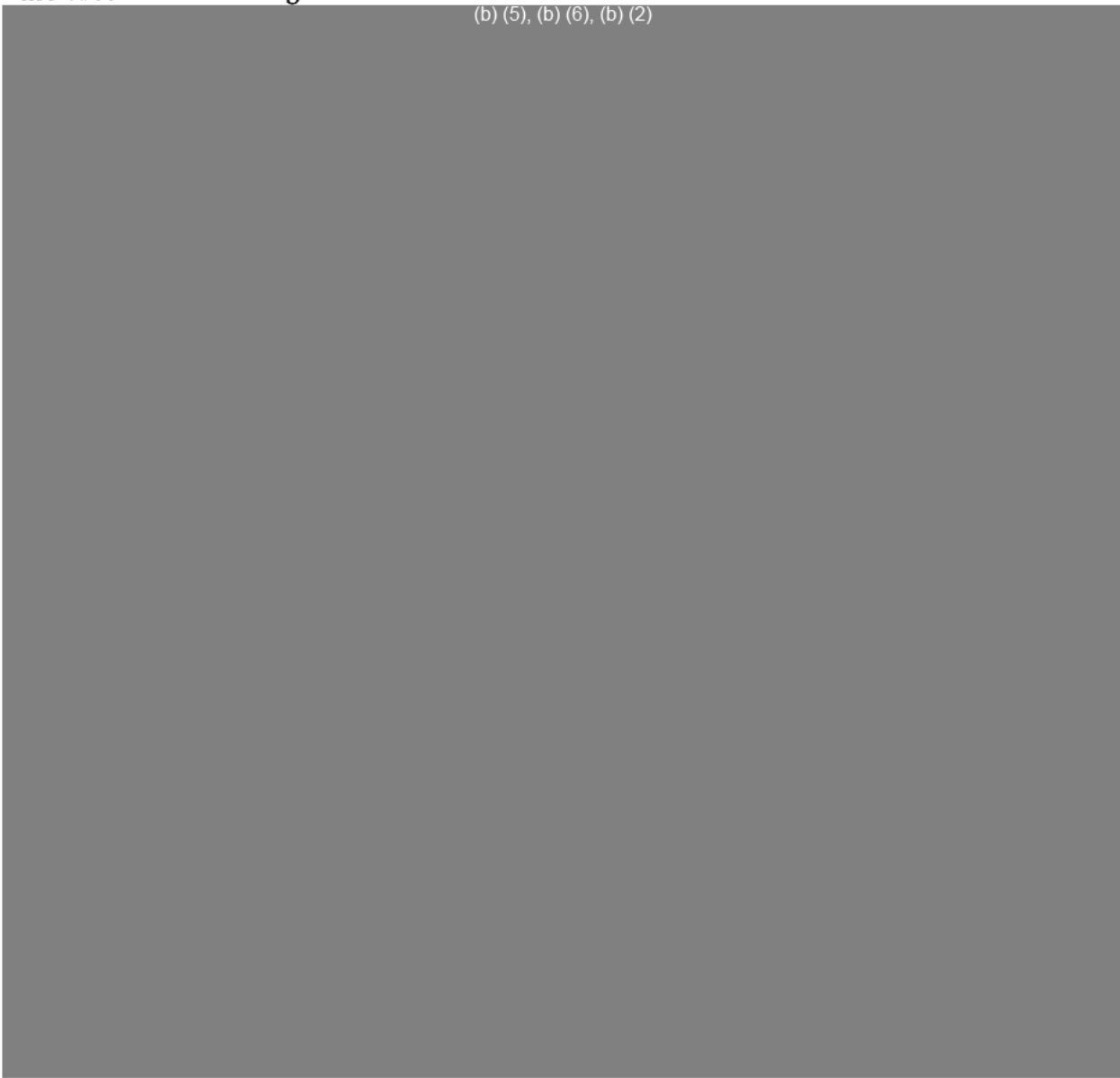
(b) (6), (b) (5)

I work as a Training Officer and Program Manager in the Institute/Training Institute. The hiring authority has requirements for training and I do training for

Initials (b) (5)

the FCIP, but only a small part, for the Environmental Career Program (ECP), and the Presidential Management Fellows.

(b) (5), (b) (6), (b) (2)



-----NOTHING FOLLOWS-----

I have read the above statement consisting of 2 pages and it is true and correct to the best of my knowledge and recollection. I have been given an opportunity to review the statement and make any changes, corrections, additions, or deletions. I have initialed each page and signed the statement below.

Initials

(b) (5)

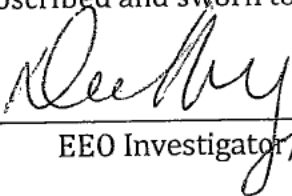


I hereby declare under penalty of perjury that the foregoing statement is true,  
correct, and complete to the best of my knowledge and belief.

(b) (6), (b) (2)

9/2/11  
Date

Subscribed and sworn to before me this 2 day of 9, 2011

  
EEO Investigator/Coworker

Initials

(b) (6)





**Fwd: Your Affidavit in the Complaint of**  
**Saundra Davis** to (b) (6), (b) (5)

(b) (6)

08/30/2011 03:24 PM

Follow Up:

Urgent Priority.

(b) (6), (b) (5)

Begin forwarded message:

From: Saundra Davis

(b) (6)

Date: August 30, 2011 12:37:21 PM EDT

To: (b) (6), (b) (5) epamail.epa.gov

Subject: Your Affidavit in the Complaint

(b) (6)

Good Afternoon

(b) (6), (b) (5)

Attached is your affidavit in the complaint of (b) (6). Please read over it carefully and make any additional changes you believe are necessary, initial each page and number, and sign in the presence of a coworker. Please fax me a copy to the number below and mail the signed original. Return no later than close of business Tuesday, September 6, 2011. Should you have questions do not hesitate to call.

Thank you for your time.

Saundra G. Davis

CompuCon Incorporated

2059 Huntington Avenue, Suite P-10

Alexandria, VA 22303

(703) 684-7619

(703) 684-8585 FAX

Fax Cover Sheet

Re:

(b) (6)

Affidavit

From:

(b) (6)

TO: Sandra Davis

703-684-7619

703-684-8585 fax

Total Pages including cover sheet  
4

\*\*\*\*\*  
\*\*\* TX REPORT \*\*\*  
\*\*\*\*\*

TRANSMISSION OK

TX/RX NO 1725  
DESTINATION TEL # 917036848585  
DESTINATION ID  
ST. TIME 09/02 12:12  
TIME USE 00'49  
PAGES SENT 4  
RESULT OK

Fax Cover Sheet

Re:

(b) (6)

Affidavit

From:

(b) (6)

TO: Sandra Davis  
703-684-7619  
703-684-8585 fax

Total Pages including cover sheet  
4







